

~~CONFIDENTIAL~~

Training
LO 7 files

10 December 1953

MEMORANDUM FOR: Chief, Logistics Office ✓

FROM: Director of Training ✓

SUBJECT: Interim Report by []

Attached herewith is a confidential summary report on the
CIA Human Resources Program that is being conducted with eight
groups of supervisors in LO by [] Chief of the
Management Training Division.

[] will plan to call on you in the near future
to amplify this expression of his own personal estimate of manage-
ment training requirements in LO.

This report is made as a confidential statement to you and
will be given no circulation in or by the Office of Training.

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Auth.:	[]
Date:	19 OCT 1978
By:	016

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10 December 1953

MEMORANDUM FOR: Chief, Logistics Office

FROM: Chief, Management Training Division, OTR

SUBJECT: Summary Report on the Human Resources Program

1. The Human Resources Program has been conducted in LO with 8 groups of supervisors, a total of 104 individuals, commencing on 15 July with you and your top staff and winding up in the Washington Depot with the final meeting of Group #VIII on 10 November. It is planned to hold follow-up meetings with each of these eight groups, approximately every eight weeks, for as long as you consider that this training program can materially assist you in achieving your management objectives. No follow-up meetings have been held to date.

2. A good deal can happen in four months in CIA. Since I realize that some of the following points, noted when conducting the program in LO, may now be out of date, I am making this report as brief as possible. I shall be happy to elaborate upon any part of it at your request.

3. I was impressed in LO by the following -

a. A good-hearted, highly motivated group of people, most of whom were well qualified and eager to do a good job.

b. An Office of four completely diverse parts, with each division quite different in organizational maturity, in the quality of its leadership, and in its morale. It was interesting that in most divisions one could find examples both of some of the best and some of the worst supervisory practices.

c. Inadequate coordination of the total program of the Office at the top level. ✓

d. Devotion to the mission of the Office, and exceptional driving power in certain units down the line.

4. In conducting this training program I kept in mind that LO has been the last of the major components to go through the discomforts of reorganization, and also that the required postponement in staffing the new T/O had coincided unfortunately with the clamping on of new

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personnel ceilings. Most of the supervisors seemed to be reasonably tolerant about the total reorganization situation, but they were intolerant about apparent lack of adequate information from top-side on what to expect, and a feeling that up the line the people were too busy to know or really to care about operations at the lower levels. ✓

5. I attach a set of the materials that were used with all the groups. Page 1 of Group Meeting #2 differs for each group, for on it are noted the apparent problems that came up as a result of my one-half hour conference with each member of the group and as a result of the discussion at the Group Meeting #1.

In addition to the usual discussion that took place at all meetings, at Group Meeting #4 each individual was asked to make one concrete suggestion for improving management in CIA. ✓

The estimates that follow are the result of summarizing the points raised by eight groups of supervisors, 104 people; and as you might expect, the problems and suggestions tended to cluster fairly naturally.

6. This past week I had occasion to present the Human Resources Program to General Cabell and a group of eighteen other people, mostly from the AD and equivalent staff level. I summarized for this group the eleven most common management problems encountered in conducting the Human Resources Program during the past twelve months with over 500 supervisors in the Agency. Of these eleven most common problems, six seem to me to be element problems in LO. The list of eleven problems is attached for your information. ✓

7. The six problems that seemed to be important in LO, and about which I believe a great deal could be done through better supervision, were these:

a. Poor communication up, down, and across - as a result of inadequate attention to the use of staff meetings; through misunderstanding need-to-know strictures; and through adherence to channels, at the lower levels of supervision, in excess of the requirements of sound discipline in a civilian organization.

b. Lack of clear definitions of unit and individual responsibilities.

c. Lack of clear operating policy from the echelon above. ✓

d. Unwillingness or inability of supervisors at the level above to delegate responsibility and commensurate authority.

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e. Very inadequate personnel management practices. There is a particular need for routine and continuing follow-up interviews, and for energizing the Career Service Program.

f. Inadequate attention to the importance of personal leadership through "review and inspection of the troops" all down the line, and lack of planning for periodic personal interviews by supervisors at top echelons with supervisors at all echelons below.

8. My suggestions for improving the quality of supervision in IO would include the following -

a. More time and energy by top-side supervisors to the management of people. At present, top-side supervisors appear to be immersed in operations to the neglect of the development of their people. The organization will simply disintegrate unless the top executive level can give a great deal more time to working with supervisors at all levels in getting the Office steadied on course.

b. The military people don't want to be here, but they are good soldiers and are apparently doing a fine job. The civilian personnel resent having military personnel in some of the top slots in the divisions and don't seem to realize that the military people are not here by choice and are not here permanently. That whole situation needs plenty of attention.

c. Personnel management services within the Office appear to be totally inadequate to meet the requirements of a new, large, sprawling Office. This is too obvious to need further elaboration. I am sure that the people responsible for personnel services are doing all they can to meet the needs, but they are just not staffed up to do it.

d. There is very great need for direct attention to improving the quality of human relations throughout the Office. Generally, the people in IO seemed edgy, high strung, and working under too many feelings of resentment. Some of the ablest are knocking themselves out week after week and are beginning to ask themselves if it's worth it.

9. This report is offered with humility and with recognition of the tremendous job you have on your hands for the next year or so.

I believe that under your leadership IO can be at the very top in management performance in the Agency. One of the biggest

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jobs is to educate the rest of the Agency to the requirements for sound logistical support.

10. Since I shall be out of town from 14 through 18 December, I shall be happy to discuss this, if convenient for you, on Friday or Saturday this week, or anytime after the 20th.

STAT



Enclosures

Human Resources Program materials
Draft Statement of Management Policy

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HUMAN RESOURCES PROGRAM

The Human Resources Program has been developed by the Management Training Division, Office of Training, as a basic supervisory training program to assist members of the organization with management responsibilities to make the best and fullest use of the individuals under their supervision.

This program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than eighteen in a group; a one-half hour interview with each supervisor; and a follow-up one hour meeting approximately every six weeks in the future.

It is proposed that the Human Resources Program be instituted Office by Office until complete coverage of the departmental staff of the organization has been achieved. All group meetings are conducted by a member of the staff of the Management Training Division but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any Office of the organization until an appreciation meeting of approximately one hour has been held with the top policy staff of that Office. It is essential that this program have the strong and intelligent endorsement of the Office Head and his staff before it is instituted in any Office in the organization.

Organization of the Human Resources Program

Group Meeting #1

Management in the Federal Service

1 hr.

Objectives, incentives, and measuring sticks in Government
Foreign affairs agencies; substantive vs. administrative functions
This organization.

Management: getting work done through people
the development of people
supervisory, administrative, and executive functions

Discussion of management problems from the experience of the group

Five functions of management

Five key principles of management

Assignments for $\frac{1}{2}$ hr. conferences and for next group meeting.

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Individual Conferences

$\frac{1}{2}$ hr. x the number of supervisors

A one-half hour individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor notes on a 3x5 card for each employee in his unit the following information: length of time in the organization, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

Group Meeting #2

Management Principles and Problems

1 hr.

Management problems noted to date

Five functions of management in review

Five key principles of management and their application here

The effective manager in Government

Assignment for the next meeting.

Group Meeting #3

Developing a Strong Team

1 hr.

Under what conditions do people do their best ? How do we get the best out of people ?

Discussion of the meaning of democratic administration

Judging the effectiveness of management

Assignment for the next meeting.

Group Meeting #4

An Action Program

1 hr.

Review

Concrete suggestions for improving management in the organization

Plan for the first follow-up meeting.

This compact program is designed to focus attention upon the human relations factors that are basic in effective management, and to serve as the foundation for other supervisory training programs that may be developed to meet specific needs.

The supervisor, the middle man in operations, is recognized to be the key man in management.

END

J.B.W.
11 May 53

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HUMAN RESOURCES PROGRAM

Group Meeting #1

Management in the Federal Service

Objectives, incentives, and measuring sticks in Government
Substantive vs. administrative functions
This organization.

Management: getting work done through others
the development of people
supervisory, administrative, and executive functions.

Five functions of management

1. Organizing
2. Planning
3. Directing
4. Coordinating
5. Controlling

Five key principles of management

1. Clear-cut definition of job responsibilities
2. Delegation of responsibility, and understanding and acceptance of responsibility by each member of the staff
3. Authority commensurate with delegated responsibility
4. Functional cooperation in terms of task requirements
5. Effective span of control

Discussion of management problems that we have encountered in our general experience.

For Group Meeting #2

Outline and be prepared to discuss: What do you consider to be the essential characteristics of the effective manager in Government ?

For the one-half hour scheduled conference

Be prepared to discuss briefly the obstacles to good management that you have encountered in your experience in this organization.

Also, please prepare a 3x5 card for each individual under your direct supervision, noting: a. length of time the person has been in the organization; b. length of time in the unit; c. demonstrated strengths; d. apparent weaknesses; e. action that you have taken during the past twelve months to assist this individual to achieve greater efficiency.

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HUMAN RESOURCES PROGRAM

Group Meeting #2.
Page 1.

Management Principles and Problems
22 July 1953

Problems noted here

Securing potential key personnel for the Office
Systematic adaptation of basic principles of good human relations
Conscious development of the team-work approach
Eliminating seemingly arbitrary decisions
Educating the rest of the Agency to logistics requirements
Planning; lead time; sources of information; complete requisitions.

Problems often noted in other management situations

Coordination functional to the mission of the Office
Clear definition of unit responsibilities
Clear definition of individual responsibilities
Authority commensurate with responsibility
Line and staff relationships
Realistic understanding of capabilities in response to requirements
Communication, - up and down
The problem of status or significance
Dependable requirements
Broadening the base of the need to know.
Realization of the amount of discussion required prior to action; staffing up
Maximum utilization of talent
Personnel
Participation of the supervisor in selection of his staff
Recruitment; promotion promises
Placement
Promotion for substantive competence rather than for administrative job
Career programming.
Functional organization structure
Fluidity of this organization
Consulting those on the job to see how organization can be improved.
Report writing
Crash jobs vs. long-term planning, staffing, and training
Top-side contact; review and inspection of the troops
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors
Working with the administrative office
The function of standard operating procedures
The function of staff meetings.

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Jump 11

HUMAN RESOURCES PROGRAM

Group Meeting #2
Page 1.

Management Principles and Problems
31 July 1953

Problems noted here

Periodically clarifying, down and up the line, requirements and capabilities
Clear operating procedures and regulations
 Educating the rest of the Agency
 Planning; lead time; sources of information; complete requests.
Recognizing the importance of vital human relations in this Office
 Developing skill in conducting staff meetings
 Getting the word up the line.
Conscious development of the teamwork approach
Eliminating seemingly arbitrary decisions
Top-side contact: review and inspection of the troops and operations
Encouraging a reasonable amount of social activity.
Clarification of career opportunities and career planning
 Recognizing temporary nature of current need for military personnel
 Responsibility of each supervisor for developing individuals
 Better use of existing talents.
Establishing a comprehensive training program within the Office
Developing a strong philosophy of management for this Office.

Problems often noted in other management situations

Coordination functional to the mission of the Office
Clear definition of unit responsibilities
Clear definition of individual responsibilities
Authority commensurate with responsibility
Line and staff relationships
Communication, - up and down
The problem of status or significance
Dependable requirements
 Broadening the base of the need to know.
Realization of the amount of discussion required prior to action; staffing up
Personnel
 Participation of the supervisor in selection of his staff
 Recruitment; promotion promises
 Placement
 Promotion for substantive competence rather than administrative job.
Functional organization structure
 Fluidity of this organization
 Consulting those on the job to see how organization can be improved.
Report writing
Crash jobs vs. long-term planning, staffing, and training
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors
Working with the administrative office
The function of standard operating procedures
The function of staff meetings.

Jump III

Group Meeting #2
Page 1

Management Principles and Problems
21 August 1953

Problems noted here

The problem of "acting" status
Clear chain of command
Helping people to find the right spot in the Agency
Centralization vs. decentralization and effect on operating units
Giving attention to individuals as people
Participation of the supervisor in the selection of his staff.

The diversity of management situations in this Office.

Problems often noted in other management situations

Coordination functional to the mission of the Office
 Educating the rest of the Agency
 Planning; lead-time; sources of information; complete requests.
Clear definition of unit responsibilities
Clear definition of individual responsibilities
Authority commensurate with responsibility
Line and staff relationships
Realistic understanding of capabilities in response to requirements
Communication, - up and down
Eliminating seemingly arbitrary decisions
The problem of status
Dependable requirements
 Broadening the base of the need to know.
Realization of the amount of discussion required prior to action; staffing up
Maximum utilization of talent
Personnel
 Recruitment; promotion promises
 Placement
 Training
 Promotion for substantive competence rather than for administrative job
 Career planning.
Functional organization structure
 Fluidity of this organization
 Consulting those on the job to see how organization can be improved.
Report writing
Crash jobs vs. long-term planning, staffing, and training
Top-side contact: review and inspection of the troops
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors; budget planning
Working with the administrative office
The function of standard operating procedures
The function of staff meetings.

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Group IV

HUMAN RESOURCES PROGRAM

Group Meeting #2
Page 1

Management Principles and Problems
31 August 1953

Problems noted here

Communication, - up, down, and sideways

Very strict interpretation of channels in some units.

The diversity of management situations in this Office

The need for a teamwork approach

Coordination between units within the Office

Coordination functional to the mission of the Office

Educating the rest of the Agency, (especially top-side in other Offices)

Planning; lead time; sources of information; complete requests.

Finding and training really competent people

Stable nuclei about which the organization can operate

Giving personal attention to individuals as people

The function of staff meetings

The PLANNING function.

Confidence in the organization, - its plans and procedures.

Problems often noted in other management situations

Clear definition of unit responsibilities

Clear definition of individual responsibilities

Authority commensurate with responsibility

Line and staff relationships

Realistic understanding of capabilities in response to requirements

Eliminating seemingly arbitrary decisions

The problem of status

Dependable requirements

Broadening the base of the need to know.

Realization of the amount of discussion required prior to action; staffing up

Maximum utilization of talent

Personnel

Recruitment; promotion promises

Training

Promotion for substantive competence rather than for administrative position

Career planning.

Functional organization structure

Fluidity of this organization; constant change

Consulting those on the job to see how organization can be improved.

Report writing

Crash jobs vs. long-term planning, staffing, and training

Top-side contact: review and inspection of the troops

Adjusting to the personal idiosyncrasies of our colleagues

Enforcing regulations

Cost factors; budget planning

Working with the administrative office

The function of standard operating procedures.

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HUMAN RESOURCES PROGRAM

Jump V

Group Meeting #2
Page 1

Management Principles and Problems
14 September 1953

Problems noted here

Clear lines of responsibility
Knowledge of individual responsibilities and working relationships
Clear delegation of responsibility with commensurate authority
General orientation
 Broadening the base of the need to know.
Planning
 Staff meetings.
The need for a teamwork approach
Personnel
 Placement, - adjustment
 Training.
Giving personal attention to individuals as people
Coordination functional to the mission of the Office
 Educating the rest of the Agency
 Planning; lead time; sources of information; complete requests.

Problems often noted in other management situations

Communication, - up and down
Clear definition of unit responsibilities
Line and staff relationships
Realistic understanding of capabilities in response to requirements
Eliminating seemingly arbitrary decisions
The problem of status
Dependable requirements
Realization of the amount of discussion required prior to action; staffing up
Maximum utilization of talent
Personnel
 Recruitment, - promotion promises
 Promotion for substantive competence rather than for administrative position
 Career planning.
Functional organization structure
 Fluidity of this organization; constant change
 Consulting those on the job to see how organization can be improved.
Report writing
Crash jobs vs. long-term planning, staffing, and training
Top-side contact; review and inspection of the troops
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors; budget planning
Working with the administrative office
The function of standard operating procedures.

HUMAN RESOURCES PROGRAM

Jump IV

Group Meeting #2
Page 1.

Management Principles and Problems
30 September 1953

Problems noted here

Trained personnel
Training personnel
Disciplining unjustified absences from work
Maintaining evident close working relations with down-town and the whole Agency.

Problems noted often in other management situations

Communication, up and down
Clear definition of unit responsibilities
Clear definition of individual responsibilities
Delegation of responsibility
Authority commensurate with responsibility
General orientation
Planning
 Staff meetings.
What is meant by the teamwork approach
 Human relations and productivity.
Giving personal attention to individuals as people
Coordination functional to the mission of the Office
 Educating the rest of the Agency
 Planning; lead time; sources of information; complete requests.
Dependable requirements
 Broadening the base of the need to know.
Realistic understanding of capabilities in response to requirements
Eliminating seemingly arbitrary decisions
The problem of status
The problem of too long in "acting" status
Realization of the amount of discussion required prior to action; staffing up
Maximum utilization of talent
 Chiefs and deputies.
Personnel
 Recruitment; promotion promises
 Career planning.
Functional organization structure
 Fluidity of this organization; constant change
 Consulting those on the job to see how to improve organization
Report writing
Crash jobs vs. long-term planning, staffing, and training
Top side contact: review and inspection of the troops
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors; budget planning
Working with the administrative office
The function of standard operating procedures.

Group VII

HUMAN RESOURCES PROGRAM

Group Meeting #2
Page 1.

Management Principles and Problems
29 October 1953

Problems noted here

Communication up and down the line
Lack of clear understanding regarding organization policies and plans
Lack of clear understanding by each individual: where he stands, how, why
Need for reviewing qualifications for positions; firming up present assignments
Planning - staff meetings.

Problems often noted in other management situations

Clear lines of responsibility
Clear definition of unit responsibilities
Knowledge of individual responsibilities and working relationships
Line and staff relationships
Clear delegation of responsibility with commensurate authority
General orientation
 Broadening the base of the need to know.
Realistic understanding of capabilities in response to requirements
Personnel
 Recruitment - promotion promises
 Placement - adjustment
 Participation of the supervisor in selection of his staff
 Training
 Promotion for substantive competence not just administrative position
 Career planning
 Personnel evaluation reports.
Giving personal attention to individuals as people
Eliminating seemingly arbitrary decisions
The problem of status
Dependable requirements
Realization of the amount of discussion required prior to action; staffing up
Maximum utilization of talent
Functional organization structure
 Fluidity of this organization
 Consulting those on the job to see how the organization can be improved.
Coordination functional to the mission of the Office
 Educating the rest of the agency
 Planning; lead time; sources of information; complete requests.
Report writing
Crash jobs vs. long-term planning, staffing, and training
Top-side contact: review and inspection of the troops
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors; budget planning
The value and meaning of the team-work approach.

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HUMAN RESOURCES PROGRAM

Group Meeting #2
Page 1.

Management Principles and Problems
6 November 1953

Problems noted here

Personnel management

Placement check-up interviews.
Clear understanding regarding wage and position levels
Giving personal attention to individuals as people
Communication up
Clear delegation of responsibility with commensurate authority
Broadening the base of the need to know
Maintaining closer working relations with the down-town offices
Eliminating seemingly arbitrary decisions
Top-side contact: review and inspection of the troops.

Problems often noted in other management situations

Clear definition of unit responsibilities
Clear definition of individual responsibilities
The function of standard operating procedures
Line and staff relationships
General orientation to the whole organization
Realistic understanding of capabilities in response to requirements
Planning - staff meetings
Personnel
Recruitment - promotion promises
Placement - adjustment
Participation of the supervisor in selection of his staff
Training
Promotion for substantive competence not just administrative position
Career planning
Personnel evaluation reports.
Dependable requirements
Realization of the amount of discussion required prior to action; staffing up
Maximum utilization of talent
Functional organization structure
Fluidity of this organization
Consulting those on the job to see how the organization can be improved.
Coordination functional to the mission of the office
Educating the rest of the Agency
Planning; lead time; sources of information; complete requests.
Report writing
Crash jobs vs. long-term planning, staffing, and training
Adjusting to the personal idiosyncrasies of our colleagues
Enforcing regulations
Cost factors; budget planning
The value and meaning of the team-work approach.

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HUMAN RESOURCES PROGRAM

Group Meeting #2
Page 2.

Management Principles and Problems

The effective manager in Government

Fulfills the requirements for leadership through his -

1. Vitality and endurance
2. Initiative
3. Decisiveness
4. Persuasiveness
5. Responsibility
6. Intellectual capacity

Secures democratic cooperation from his staff through his -

1. Integrity
2. Thoroughness
3. Communication
4. Ability to delegate
5. Fairness and tact
6. Enthusiasm

For Group Meeting #3

Outline and be prepared to discuss: Under what conditions do people
do their best ? How do we get the best out of people ?

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HUMAN RESOURCES PROGRAM

Group Meeting #3

Developing a Strong Team

Problems that were discussed at the last meeting

Five functions of management

Five key principles of management

The effective manager in Government

Under what conditions do people do their best? How do we get the best out of people?

1. To be treated courteously and welcomed to the job.
2. To have an assignment that is clear and definite.
3. To be instructed intelligently.
4. To know what constitutes a job well done.
- *5. To be told, from time to time, how you're doing.
- *6. To feel that your ability is fully utilized.
7. To feel that your work contributes to the cause.
8. To have your opinions and feelings respected.
- *9. To be given credit when it is due.
10. To work with anyone you respect.
11. To receive pay and grade for the work you do.
12. To have a sense of security in the job.
13. To have confidence in the organization.
14. To have the organization take an interest in your health and welfare.
- *15. To know in advance about changes that will affect you.
16. To be informed regarding the progress of the organization as a whole and to receive current information about new policy, administrative procedures, etc.
17. To have opportunities to talk over the work of the unit in order to take stock of progress from time to time.
18. To participate in planning the program of the unit.

Democratic principles of administration

Judging the effectiveness of management.

For Group Meeting #4

Be prepared to present and discuss one concrete suggestion for improving the management process in this organization.

1.5.53

HUMAN RESOURCES PROGRAM

Ten Titles

Chase, Stuart	THE PROPER STUDY OF MANKIND Harper	1948	(305)
Given, William B. Jr.	BOTTOM-UP MANAGEMENT Harper	1949	(171)
Given, William B. Jr.	REACHING OUT IN MANAGEMENT Harper	1953	(175)
Glover, John D. and Hower, Ralph M.	THE ADMINISTRATOR: Cases on Human Relations in Business Richard D. Irwin Inc.	1952	(716)
Halsey, George D.	SUPERVISING PEOPLE Harper	1953	(234)
Learned, Edmund P. and Ulrich and Booz	EXECUTIVE ACTION Harvard Business School	1951	(212)
McCormick, Charles P.	THE POWER OF PEOPLE Harper	1949	(131)
Pfiffner, John M.	THE SUPERVISION OF PERSONNEL Human Relations in the Management of Men Prentice-Hall	1951	(440)
Simon, Herbert A. and Smithburg and Thompson	PUBLIC ADMINISTRATION Knopf	1950	(582)
Uris, Auren and Shapen, Betty	WORKING WITH PEOPLE Macmillan	1949	(311)

14 January 54

*most recent
edition*

ADVANCING MANAGEMENT

Organizing

Is the mission of your organization clear and definite ?

Is this mission understood and concurred in up the line ?

Is the structure of your organization functional to its purpose ?

Does each supervisor under your jurisdiction have the objectives of his organizational component clearly defined ?

Are the responsibilities of each individual in the organization clear and definite ?

Does each individual understand the over-all mission of the larger organization and the over-all mission of your unit ?

By what means are clarity and definiteness of functions achieved ?

Planning

Is planning a continuous activity in your organization,- both for long-term and for immediate objectives ?

Does each individual in your organization accept and fully understand his responsibilities ?

Does each member of the organization participate in a regular staff meeting appropriate to his level of responsibility ?

Does each supervisor participate in formulating the budget of the organization ?

Was your last budget realistic in terms of actual operations ?

Is the development of people an evident responsibility of management in your organization ?

What evidence is there that you are making the maximum use of the human resources available in your organization ?

Directing

Do you have adequate, explicit authority to carry out your mission ?

Have you delegated adequate, explicit authority to your subordinates to carry out their responsibilities ?

Are provisions made to insure uncluttered channels of communication from you to each member of your organization and from each individual to you ?

ADVANCING MANAGEMENT

Page 2.

Are your major policies and procedures in written form, - current and readily available ?

Have you developed any particular techniques to get decisions from executives above you and to encourage those under your supervision to make operating decisions appropriate to their responsibilities ?

Coordinating

Are the staff and line relationships clearly defined and evidently understood in your organization ?

Do your subordinates work together without your direction in carrying out tasks of limited scope requiring their cooperative attack ?

Are you a good listener when subordinates wish to discuss their problems ?

Is there an understudy in training or in being for each supervisory position in your organization ?

Do you budget time to visit members of your organization on the job and your opposite numbers in organizations with which your office has working relations ?

Does your organization run smoothly and efficiently in your absence ?

By what means do you seek to develop teamwork in your organization ?

Controlling

Does your reporting system keep you currently informed of progress in each unit of your organization ?

Are you personally familiar with the current operating problem in each major component of your organization ?

Is your reporting system qualitative as well as quantitative ?

Is the number of subordinates reporting directly to you small enough so that you can give each one adequate attention ?

Are you "on top" of your job ?

How do you make your top staff meetings a pleasure rather than an unpleasant chore for the participants ?

END

2 November 53

most recent

THE MOST COMMON MANAGEMENT PROBLEMS ENCOUNTERED TO DATE

1. Poor communication up, down, and across - as a result of inadequate attention to the use of staff meetings; through misunderstanding need-to-know strictures; and through adherence to channels, at the lower levels of supervision, in excess of the requirements of sound discipline in a civilian organization.
2. Very inadequate personnel management practices. There is a particular need for routine and continuing follow-up interviews, and for energizing the Career Service Program.
3. No guidance for supervisors regarding the basic management policy of the Agency.
4. Lack of clear definitions of unit and individual responsibilities.
5. Apparent confusion between the quality of dynamic personal leadership and the requirements for being an effective manager in Government.
6. Lack of clear operating policy from the echelon above.
7. Unwillingness or inability of supervisors at the level above to delegate responsibility and commensurate authority.
8. The by-passing of lines of clear operating responsibility by high level officials, leaving those with supervisory responsibility for a particular operation uninformed and embarrassed.
9. The tendency of supervisors to become immersed in substantive matters to the neglect of their management responsibilities; and supervisors who are so busy doing the job themselves that they have no time to supervise those to whom it should be delegated.
10. Lack of the simplest type of staff planning; very little understanding of the requirements of logistical planning.
11. Inadequate attention to the importance of personal leadership through "review and inspection of the troops" all down the line, and lack of planning for periodic personal interviews by supervisors at top echelons with supervisors at all echelons below.
12. Lack of high level coordination to resolve conflicts, duplication, and general confusion that can only be resolved through coordination at a high level.

J.B.W.
18 Jan 54

new edition

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STATEMENT OF MANAGEMENT POLICY FOR SUPERVISORS IN CIA THIRD DRAFT Page 1.

Purpose

1. The magnitude, complexity, and national significance of the operations of the Central Intelligence Agency emphasize the importance of management skills for each individual in the Agency who has supervisory responsibility for the performance of others.

2. This statement of management policy is issued to insure common understanding of the common management objectives of all supervisors, and to promote united action toward a common goal: to make CIA the best managed agency in Government.

3. The management policy set forth in this statement shall apply to all employees and staff employees of the Central Intelligence Agency.

Definition of the Problem

1. Management is the process of getting work done through people. In a very practical sense, management is the development of people. The key to effective management, therefore, is skill in human relations.

2. The functions of management may be considered to be: organizing, planning, directing, coordinating, and controlling.

3. In CIA, a supervisor is anyone who supervises anyone else,- from the level of Unit Chief to DCI. Supervision is the application of the theory, principles, and techniques derived from the whole field of management that apply to leader-follower relationships in getting work done,- especially to the working relations between the individual in charge of an organizational component and his immediate subordinates.

4. Each person selected for the Central Intelligence Agency is recruited primarily because of his actual or potential competence in a specialized field; however, as soon as he becomes responsible for the work of other people, he assumes management functions.

5. In CIA today there are many supervisors who have had no previous supervisory experience of value for their present responsibilities.

6. In CIA, as in any other foreign affairs agency, there is a tendency for supervisors with substantive interests and responsibilities to neglect their management functions.

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7. There is also a tendency in CIA to confuse dynamic personal leadership with skill as a supervisor. The quality of leadership is indispensable for effective management, but in addition to being a leader, a supervisor must be able to develop his people as an efficient team, closely integrated by each individual's sense of participation in the progress of the group. A successful supervisor gets the work done through people and in the process builds an organization to which eventually he will no longer be indispensable.

8. In an organization with the extraordinary requirements of CIA, it is only as each supervisor assumes considerable initiative and responsibility for constantly improving the management process that we can hope to achieve the intelligence objectives of the Agency.

Responsibilities

1. Each Deputy Director, (Administration), (Intelligence), (Plans), the Director of Training, and the Assistant Director for Communications shall be responsible for insuring that active programs to improve the quality of management are developed and carried on in the Offices under their supervision.

2. Each Assistant Director, or equivalent Office Head, shall be directly responsible for the quality of supervision in his Office. Although he will normally delegate responsibilities, as appropriate, down the chain of command to division chiefs, branch chiefs, section chiefs, etc., it will be his personal responsibility to establish management practices in his Office consonant with this policy statement. He has available the service resources of the Organization and Methods Service, the Personnel Office, and the Office of Training to assist him in achieving his management objectives. It is especially important that each Assistant Director demonstrate through his own leadership the sound management principles that he wishes to be applied throughout his Office. The Assistant Directors of CIA, or equivalent Office Heads, are recognized to be the key officials in improving the quality of supervision throughout the Agency.

Practical Objectives

The practical objectives for management in CIA shall be as follows:

1. Organization structure functional to purpose.

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2. Fixed responsibility for ultimate results, though the maximum practicable delegation of responsibility.
3. The delegation of authority commensurate with responsibility.
4. Fixed responsibility for decision, and decisions that are made promptly.
5. Recognition of the interdependence of operational goals and the management techniques required to achieve them.
6. Spans of control that have been determined to be reasonable for supervisors in terms of: (a) number of people supervised, (b) distance of the supervisor from the actual operations, and (c) elapsed time required for an operation.
7. Communication down, up and across, restricted only by the legitimate requirements of security and the simple principles of sound discipline in a civilian organization.
8. Clear understanding by each individual of his mission.
9. The participation of each individual in the Agency in a regular staff meeting appropriate to his level of responsibility.
10. The participation of each supervisor in the selection of his staff.
11. Participation in the preparation of the annual budget for his component by each supervisor, to the lowest feasible echelon.
12. Clear understanding of and respect for the difference between line and staff functions.
13. Recognition that the development of people is the key to productivity.
14. Encouraging each person's growth and development in competence relevant to his mission.
15. Supervisors who make the time to know and to consult with the members of their staffs.
16. Courage on the part of each supervisor to assess and to make clear to his superiors the realistic capabilities of his component.

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17. Supervisors who assume responsibility for getting the right man in the right job and who cooperate fully in Agency-wide efforts to achieve the satisfactory placement and utilization of each member of CIA.
18. Supervisors who maintain adequate liaison with other components of the Agency with which their staffs have working relationships.
19. Supervisors who fully understand the significance of effective human relations in management and are constantly endeavoring to improve their own skills in working with people.
20. Coordination that is expressed in the spirit and practices of genuine teamwork.

The cooperation of every individual in the Central Intelligence Agency with supervisory responsibility is requested in carrying out this statement of management policy.

ALLEN W. DULLES
Director

OTR 19 Nov 53
O&M 21 Nov 53
O/DCI 21 Nov 53
OTR 3 Dec 53

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